

Exhibit A
SCOPE OF WORK

TECHNICAL TASK LIST

Task #	CPR	Task Name
1	N/A	Administration
2		Program Delivery
2.1	x	Program Management
2.2	x	Workforce Development
2.3	x	Participant Recruitment
2.4	x	Retrofit Installations
2.5	x	Quality Assurance
2.6		Verification of Energy Savings
2.7	x	Marketing and Outreach
2.8		Public Policy Support

KEY NAME LIST

Task #	Key Personnel	Key Subcontractor(s)	Key Partner(s)
1	Gerald Lahr	Association of Bay Area Governments (ABAG)	
1	Wendy Sommer	StopWaste.Org (Alameda County)	Bevilacqua-Knight, Inc. (BKl)
1	Karen Kho	StopWaste.Org	
1	Dana Armanino	Marin County	
1	Dawn Weisz	Marin County	
1	Cal Broomhead	City & County of San Francisco	
1	Jill Boone	Santa Clara County	
1	Dave Brennan	Sonoma County Regional Climate Protection Authority (SCRCPA)	Climate Protection Campaign, BKl
1	Marie Taylor	Contra Costa County	
1	Peggy Jensen	San Mateo County	
1	Michael Cooper	Solano County	
2	Ray Manion	City & County of San Francisco	
2	Marie Taylor	Contra Costa County	
2	Peggy Jensen	San Mateo County	
2	Danielle Lee	San Mateo County	
2	Douglas Alfaro	San Mateo County	
2	Michael Cooper	Solano County	

Task #	Key Personnel	Key Subcontractor(s)	Key Partner(s)
2.1	Wendy Sommer	StopWaste.Org	
2.1	Karen Kho	StopWaste.Org	
2.1	Dana Armanino	Marin County	
2.1	Ray Manion	City & County of San Francisco	
2.1	Jill Boone	Santa Clara County	
2.1	Dave Brennan	SCRCPA	Climate Protection Campaign, BKi
2.1	Marie Taylor	Contra Costa County	
2.1	Danielle Lee	San Mateo County	
2.1	Douglas Alfaro	San Mateo County	
2.1	Michael Cooper	Solano County	
2.2	Karen Kho	StopWaste.Org	BKi, Build It Green, MIG
2.2	Dana Armanino	Marin County	
2.2	Omar Pena	Marin County	
2.2	Ray Manion	City & County of San Francisco	
2.2	Jill Boone	Santa Clara County	
2.2	Dave Brennan	SCRCPA	Climate Protection Campaign, BKi, Build It Green, Heschong-Mahone Group
2.2	Marie Taylor	Contra Costa County	
2.2	Peggy Jensen	San Mateo County	
2.2	Danielle Lee	San Mateo County	
2.2	Douglas Alfaro	San Mateo County	
2.2	Jeffery Liang	San Mateo County	
2.2	Mike O'Connell	San Mateo County	
2.2	Michael Cooper	Solano County	
2.3	Karen Kho	StopWaste.Org	BKi, Build It Green, Heschong Mahone Group, California Building Performance Contractors Association (CBPCA)
2.3	Heather Larson	StopWaste.Org	
2.3	Dana Armanino	Marin County	
2.3	Omar Pena	Marin County	
2.3	Ray Manion	City & County of San Francisco	
2.3	Jill Boone	Santa Clara County	
2.3	Dave Brennan	SCRCPA	BKi, Build It Green, CBPCA
2.3	Marie Taylor	Contra Costa County	

Task #	Key Personnel	Key Subcontractor(s)	Key Partner(s)
2.3	Douglas Alfaro	San Mateo County	
2.3	Jeffery Liang	San Mateo County	
2.3	Michael Cooper	Solano County	
2.4	Karen Kho	StopWaste.Org	BKi, Build It Green, Heschong Mahone Group, MIG
2.4	Heather Larson	StopWaste.Org	
2.4	Judi Ettlinger	StopWaste.Org	
2.4	Dana Armanino	Marin County	
2.4	Dawn Weisz	Marin County	
2.4	Omar Pena	Marin County	
2.4	Ray Manion	City & County of San Francisco	
2.4	Jill Boone	Santa Clara County	
2.4	Dave Brennan	SCRCPA	Climate Protection Campaign, Build It Green
2.4	Marie Taylor	Contra Costa County	
2.4	Douglas Alfaro	San Mateo County	
2.4	Jeffery Liang	San Mateo County	
2.4	Michael Cooper	Solano County	
2.5	Karen Kho	StopWaste.Org	BKi, Build It Green, Heschong Mahone Group, Renewable Funding
2.5	Heather Larson	StopWaste.Org	
2.5	Annie Henderson	Renewable Funding	
2.5	Dana Armanino	Marin County	
2.5	Omar Pena	Marin County	
2.5	Jill Boone	Santa Clara County	
2.5	Dave Brennan	SCRCPA	BKi, CBPCA, Renewable Funding, MIG
2.5	Marie Taylor	Contra Costa County	
2.5	Michael Cooper	Solano County	
2.6	Karen Kho	StopWaste.Org	BKi, Build It Green, Heschong Mahone Group
2.6	Heather Larson	StopWaste.Org	
2.6	Omar Pena	Marin County	
2.6	TBD	City & County of San Francisco	ICF Consulting, ARUP
2.6	Jill Boone	Santa Clara County	
2.6	Dave Brennan	SCRCPA	Climate Protection

Task #	Key Personnel	Key Subcontractor(s)	Key Partner(s)
			Campaign, CBPCA, Renewable Funding
2.6	Marie Taylor	Contra Costa County	
2.6	Michael Cooper	Solano County	
2.7	Karen Kho	StopWaste.Org	Build It Green, Heschong Mahone Group
2.7	Heather Larson	StopWaste.Org	
2.7	TBD	City & County of San Francisco	ICF Consulting, ARUP
2.7	Jill Boone	Santa Clara County	
2.7	Dave Brennan	SCRCPA	BKi, CBPCA, Renewable Funding
2.7	Marie Taylor	Contra Costa County	
2.7	Michael Cooper	Solano County	
2.8	Wendy Sommer	StopWaste.Org	MIG, FM3, Jungle Communications, Allison & Partners, Underground Advertising
2.8	Judi Ettlinger	StopWaste.Org	
2.8	Dana Armanino	Marin County	
2.8	Dawn Weisz	Marin County	
2.8	Omar Pena	Marin County	
2.8	Ray Manion	City & County of San Francisco	
2.8	Jill Boone	Santa Clara County	
2.8	Dave Brennan	SCRCPA	Climate Protection Campaign, BKi, MIG
2.8	Marie Taylor	Contra Costa County	
2.8	Douglas Alfaro	San Mateo County	
2.8	Jeffery Liang	San Mateo County	
2.8	Michael Cooper	Solano County	

ACRONYMS

Specific terms and acronyms used throughout this work statement are defined as follows:

Acronym	Definition
ARRA SEP	American Recovery and Reinvestment Act State Energy Program
CCM	Commission Contract Manager
COGs	Councils of Governments
CPR	Critical Project Review

Acronym	Definition
MLS	Multiple Listing Services
MOU	Memorandum of Understanding
PAC	Project Advisory Committee
PACE	Property Assessed Clean Energy financing
QA	Quality Assurance
UCC.1	Uniform Commercial Code (Financing Statement)

DEFINITIONS

The following definitions apply throughout this Agreement:

“Contractor” means the entity that receives funding directly from the Energy Commission under this Agreement. The Contractor is defined as a “subrecipient” under Federal law (see Office of Management and Budget (OMB) Circular A-133, Subpart A, Section .105 and Subpart B, Section .210).

“Subaward” means an award made by the Contractor to a subawardee or vendor.

“Subawardee” means any entity other than a vendor that receives funding from the Contractor to carry out or support any portion of this Agreement.

“Subcontractor” means a subawardee or vendor.

“Vendor” means any entity defined as such by OMB Circular A-133 (see Subpart A, Section .105 and Subpart B, Section .210).

Problem Statement

The Association of Bay Area Governments (ABAG) has partnered with eight counties and a highly qualified team of public and private partners to implement *Retrofit Bay Area*, a comprehensive community-scale building retrofit program. The assembled partners represent 103 local governments in California’s second most populous region and a diversity of program expertise that draws together leadership at the local, state, and national level. Our *Retrofit Bay Area* program will rapidly accelerate building energy retrofits across the region and achieve deep market penetration in focused neighborhoods. This program is designed to meet the economic and demographic diversity of the region that comprises nearly 20% of California’s population. *Retrofit Bay Area* will demonstrate an innovative and impactful program model that is highly transferrable, both statewide and nationally.

Goals and Objectives of the Agreement

The goals of *Retrofit Bay Area* mirror those of the American Recovery and Reinvestment Act: (a) energy savings, (b) job creation/preservation, and (c) economic recovery. The proposed program will create jobs and stimulate the economy through a comprehensive program to implement energy retrofits in existing residential buildings.

To achieve these goals, *Retrofit Bay Area* has identified a set of three core program objectives that address the major barriers to market transformation and guide program design. These three objectives aim to spur comprehensive residential energy retrofits on a broad scale.

- Provide financing mechanisms, including both Property Assessed Clean Energy (PACE) financing (when not inhibited by FHFA) and alternative financing such as secured and unsecured loans, to address the high upfront cost of retrofits. *Retrofit Bay Area* will build on the region's existing investments into municipal financing programs and reduce or remove these barriers for a wide range of projects and population segments. Funding will not be used to directly fund municipal financing programs.
- Demonstrate more effective marketing and outreach methods to inform and motivate property owner participation. *Retrofit Bay Area* will bundle homeowner incentives (e.g., PACE when appropriate and other secured and unsecured financing, utility and local government rebates, tax credits, etc.) and employ an array of innovative outreach methods that reflect current behavioral science research; more effectively communicate current value propositions, and create new ones. Marketing and outreach messaging will strongly promote Tier 3 whole-house retrofits.
- Streamline participant, contractor, and administration processes to reduce the high transaction costs and build a quality green workforce. *Retrofit Bay Area* will use new cutting-edge data and decision software tools to reduce transaction costs for both contractors and the program. These innovations can contribute greatly to the growth and maturity of the building performance industry that will be capable of delivering building energy performance with strong momentum toward a mass scale at more reasonable cost.

Retrofit Bay Area will leverage this investment to ensure that program design, homeowner incentives, and contractor incentives all strongly encourage and promote whole-house (Tier 3) strategies and align with utility whole-house rebate programs. *Retrofit Bay Area* will focus resources on Tier 2 and Tier 3 approaches, consistent with the Energy Commission's policy objectives, utility program design, recommendations from the Home Energy Retrofit Coordinating Committee (HERCC), and Home Performance with Energy Star best practices.

Retrofit Bay Area will work collaboratively with the local jurisdictions, governmental agencies, and utilities to implement strict protocols that will assure consistent project quality, high performance, and verifiable results. Consistent standards will be applied to build consumer confidence and maximize customer satisfaction. To ensure both credibility and replicability, the program will align with existing standards and rating systems such as Home Performance with Energy Star (HPwES), HERCC, Home Energy Rating System (HERS I and II), GreenPoint Rated, and other reputable programs. *Retrofit Bay Area* is designed to be fully compliant with HPwES and all state, regional, and local legislative and regulatory requirements.

TASK 1.0 ADMINISTRATION

MEETINGS

Task 1.1 Attend Kick-off Meeting

The goal of this task is to establish the lines of communication and procedures for implementing this Agreement.

The Contractor shall:

- Attend a “kick-off” meeting with the Commission Contract Manager, the Contracts Officer, and a representative of the Accounting Office. The Contractor shall bring their Project Manager, Contracts Administrator, Accounting Officer, and others designated by the Commission Contract Manager to this meeting. The administrative and technical aspects of this Agreement will be discussed at the meeting. Prior to the kick-off meeting, the Commission Contract Manager will provide an agenda to all potential meeting participants.

The administrative portion of the meeting shall include, but not be limited to, the following:

- Terms and conditions of the Agreement
- CPRs (Task 1.2)
- Leverage fund documentation (Task 1.6)
- Permit documentation (Task 1.7)
- Training on ARRA SEP reporting requirements

The technical portion of the meeting shall include, but not be limited to, the following:

- The Commission Contract Manager's expectations for accomplishing tasks described in the Scope of Work;
- An updated Schedule of Deliverables
- An updated Gantt Chart
- Progress Reports (Task 1.4)
- Technical Deliverables
- Final Report (Task 1.5)

The Commission Contract Manager shall designate the date and location of this meeting.

Contractor Deliverables:

- An Updated Schedule of Deliverables
- An Updated Gantt Chart

- An Updated List of Leverage Funds
- An Updated List of Permits

Commission Contract Manager Deliverables:

- Final Report Instructions
- Commission Contract Manager Approval of Contractor Deliverables

Task 1.2 CPR Meetings

The goal of this task is to determine if the project should continue to receive Energy Commission funding to complete this Agreement and if it should, are there any modifications that need to be made to the tasks, deliverables, schedule or budget.

CPRs provide the opportunity for frank discussions between the Energy Commission and the Contractor. CPRs generally take place at key, predetermined points in the Agreement, as determined by the Commission Contract Manager and as shown in the Technical Task List above and in the Schedule of Deliverables. However, the Commission Contract Manager may schedule additional CPRs as necessary, and any additional costs will be borne by the Contractor.

Participants include the Commission Contract Manager and the Contractor, and may include the Commission Contracts Officer, other Energy Commission staff and Management as well as other individuals selected by the Commission Contract Manager to provide support to the Energy Commission.

The Commission Contract Manager shall:

- Determine the location, date and time of each CPR meeting with the Contractor. These meetings generally take place at the Energy Commission, but they may take place at another location.
- Send the Contractor the agenda and a list of expected participants in advance of each CPR. If applicable, the agenda shall include a discussion on both leverage funding and permits.
- Conduct and make a record of each CPR meeting. One of the outcomes of this meeting will be a schedule for providing the written determination described below.
- Determine whether to continue the project, and if continuing, whether or not to modify the tasks, schedule, deliverables and budget for the remainder of the Agreement, including not proceeding with one or more tasks. If the Commission Contract Manager concludes that satisfactory progress is not being made, this conclusion will be referred to the Energy Commission's ARRA Committee for its concurrence.
- Provide the Contractor with a written determination in accordance with the schedule. The written response may include a requirement for the Contractor to revise one or more deliverable(s) that were included in the CPR. The written determination may

also include the Energy Commission decision on the amount of ARRA SEP funds to encumber into the Agreement.

The Contractor shall:

- Prepare a CPR Report for each CPR that discusses the progress of the Agreement toward achieving its goals and objectives. This report shall include recommendations and conclusions regarding continued work of the projects. This report shall be submitted along with any other deliverables identified in this Scope of Work. Submit these documents to the Commission Contract Manager and any other designated reviewers at least 5 working days in advance of each CPR meeting.
- Present the required information at each CPR meeting and participate in a discussion about the Agreement.

Contractor Deliverables:

- CPR Report(s)
- CPR deliverables identified in the Scope of Work

Commission Contract Manager Deliverables:

- Agenda and a List of Expected Participants
- Schedule for Written Determination
- Written Determination
- Commission Contract Manager Approval of Contractor Deliverables

Task 1.3 Final Meeting

The goal of this task is to closeout this Agreement.

The Contractor shall:

- Meet with the Energy Commission to present the findings, conclusions, and recommendations. The final meeting must be completed during the closeout of this Agreement.

This meeting will be attended by, at a minimum, the Contractor, the Commission Contracts Officer, and the Commission Contract Manager. The technical and administrative aspects of Agreement closeout will be discussed at the meeting, which may be two separate meetings at the discretion of the Commission Contract Manager.

The technical portion of the meeting shall present findings, conclusions, and recommended next steps (if any) for the Agreement. The Commission Contract Manager will determine the appropriate meeting participants.

The administrative portion of the meeting shall be a discussion with the Commission Contract Manager and the Contracts Officer about the following Agreement closeout items:

- What to do with any state-owned equipment (Options)
- Need to file UCC.1 form re: Energy Commission's interest in patented technology
- Energy Commission's request for specific "generated" data (not already provided in Agreement deliverables)
- Need to document Contractor's disclosure of "subject inventions" developed under the Agreement
- "Surviving" Agreement provisions, such as repayment provisions and confidential deliverables
- Final invoicing and release of retention
- Prepare a *schedule for completing the closeout activities for this Agreement*.

Deliverables:

- Written documentation of meeting agreements and all pertinent information
- Schedule for completing closeout activities

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

REPORTING

See Exhibit D, Reports/Deliverables/Records and Exhibit E, Reporting and Registration Requirements Under Section 1512 of ARRA

Task 1.4 Monthly Progress Reports

The goal of this task is to periodically verify that satisfactory and continued progress is made towards achieving the research objectives of this Agreement.

The Contractor shall:

- Prepare progress reports which summarize all Agreement activities conducted by the Contractor for the reporting period, including an assessment of the ability to complete the Agreement within the current budget and any anticipated cost overruns. Each progress report is due to the Commission Contract Manager within 20 working days after the end of the reporting period. Attachment A-2, Progress Report Format, provides the recommended specifications. In addition to the above requirements, the contractor shall comply with Reporting and Registration Requirements under Section 1512 of ARRA.

Deliverables:

- Monthly Progress Reports

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.5 Final Report

The goal of this task is to prepare a comprehensive written Final Report that describes the original purpose, approach, results and conclusions of the work done under this Agreement. The Commission Contract Manager will review and approve the Final Report. The Final Report must be completed on or before the termination date of the Agreement.

The Final Report shall be a public document. If the Contractor has obtained confidential status from the Energy Commission and will be preparing a confidential version of the Final Report as well, the Contractor shall perform the following subtasks for both the public and confidential versions of the Final Report.

Task 1.5.1 Final Report Outline**The Contractor shall:**

- Prepare a draft outline of the Final Report.
- Submit the draft outline of Final Report to the Commission Contract Manager for review and approval. The Commission Contract Manager will provide written comments back to the Contractor on the draft outline within 10 working days of receipt. Once agreement has been reached on the draft, the Contractor shall submit the final outline to the Commission Contract Manager. The Commission Contract Manager shall provide written approval of the final outline within 5 working days of receipt.

Deliverables:

- Draft Outline of the Final Report
- Final Outline of the Final Report

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.5.2 Final Report**The Contractor shall:**

- Prepare the draft Final Report for this Agreement in accordance with the approved outline.
- Submit the draft Final Report to the Commission Contract Manager for review and

comment. The Commission Contract Manager will provide written comments within 10 working days of receipt.

- Submit one bound copy of the Final Report with the final invoice.

Deliverables:

- Draft Final Report
- Final Report

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

LEVERAGE FUNDS, PERMITS, AND ELECTRONIC FILE FORMAT

Task 1.6 Identify and Obtain Leverage Funds

The goal of this task is to ensure that the leverage funds planned for this Agreement are obtained for and applied to this Agreement during the term of this Agreement.

The costs to obtain and document leverage fund commitments are not reimbursable through this Agreement. While the budget for this task will be zero dollars, the Contractor may utilize leverage funds for this task. Leverage funds shall be spent concurrently or in advance of ARRA SEP funds during the term of this Agreement. Leverage funds must be identified in writing, and the associated commitments obtained before the Contractor can incur any costs for which the Contractor will request reimbursement.

The Contractor shall:

- Prepare a letter documenting the leverage funding committed to this Agreement and submit it to the Commission Contract Manager at least 2 working days prior to the kick-off meeting:
 1. If no leverage funds were part of the proposal that led to the Energy Commission awarding this Agreement and none have been identified at the time this Agreement starts, then state such in the letter.
 2. If leverage funds were a part of the proposal that led to the Energy Commission awarding this Agreement, then provide in the letter:
 - A list of the leverage funds that identifies the:
 - Amount of each cash leverage fund, its source, including a contact name, address and telephone number and the task(s) to which the leverage funds will be applied.
 - Amount of each in-kind contribution, a description, documented market or book value, and its source, including a contact name, address and telephone number and the task(s) to which the

leverage funds will be applied. If the in-kind contribution is equipment or other tangible or real property, the Contractor shall identify its owner and provide a contact name, address and telephone number, and the address where the property is located.

- Discuss leverage funds and the implications to the Agreement if they are significantly reduced or not obtained as committed, at the kick-off meeting. If applicable, leverage funds will be included as a line item in the progress reports and will be a topic at CPR meetings.
- Provide the appropriate information to the Commission Contract Manager if during the course of the Agreement additional leverage funds are received.
- Notify the Commission Contract Manager within 10 working days if during the course of the Agreement existing leverage funds are reduced. Reduction in leverage funds may trigger an additional CPR.

Deliverables:

- A letter regarding source of all Leverage Funds
- Letter that Leverage Funds were Reduced (if applicable)

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.7 Identify and Obtain Required Permits and CEQA Review

The goal of this task is to obtain all permits (and cooperate with the lead agency's CEQA review, if applicable) required for work completed under this Agreement in advance of the date they are needed to keep the Agreement schedule on track.

Permit costs and the expenses associated with obtaining permits are not reimbursable under this Agreement. While the budget for this task will be zero dollars, the Contractor shall show any leverage funds used for this task. Permits must be identified in writing and obtained before the Contractor can incur any costs related to the use of the permits for which the Contractor will request reimbursement.

The Contractor shall:

- Prepare a letter documenting the permits required to conduct this Agreement and submit it to the Commission Contract Manager at least 2 working days prior to the kick-off meeting:
 1. If there are no permits required at the start of this Agreement, then state such in the letter.
 2. If it is known at the beginning of the Agreement that permits will be required during the course of the Agreement, provide in the letter:
 - A list of the permits that identifies the:

- Type of permit
 - Name, address and telephone number of the permitting jurisdictions or lead agencies
- Schedule the Contractor will follow in applying for and obtaining these permits.
- The list of permits and the schedule for obtaining them will be discussed at the kick-off meeting, and a timetable for submitting the updated list, schedule and the copies of the permits will be developed. The implications to the Agreement if the permits are not obtained in a timely fashion or are denied will also be discussed. If applicable, permits will be included as a line item in the progress reports and will be a topic at CPR meetings.
- If during the course of the Agreement additional permits become necessary, then provide the appropriate information on each permit and an updated schedule to the Commission Contract Manager.
- As permits are obtained (including air quality), send a copy of each approved permit to the Commission Contract Manager.
- Submit copies of any documents prepared pursuant to CEQA to the Commission Contract Manager.
- If during the course of the Agreement permits are not obtained on time or are denied, notify the Commission Contract Manager within 5 working days. Either of these events may trigger an additional CPR.

Deliverables:

- A letter documenting the Permits or stating that no Permits are required
- Updated list of Permits as they change during the Term of the Agreement
- Updated schedule for acquiring Permits as it changes during the Term of the Agreement
- A copy of each approved Permit (including air quality) and any documents prepared pursuant to CEQA

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.8 Prevailing Wage Determinations and Weekly Certified Payrolls
(applicable only if the Contractor or subcontractors will perform installation work)

The goal of this task is to ensure that the Contractor and subcontractors pay prevailing wage rates and submit weekly certified payrolls for all workers that perform labor and mechanic work to achieve the goals and objectives of this Agreement. This requirement applies to subcontracts paid for entirely with cost share funds.

The Contractor shall:

- Submit to the CCM a copy of applicable wage determinations for any and all labor and mechanic work that will be performed to achieve the goals and objectives of this Agreement (including any subcontract) within thirty (30) days of execution of this Agreement. If subcontractors will perform labor and mechanic work, the Contractor must submit a copy of applicable wage determinations to the CCM within thirty (30) days of execution of the subcontracts.
- Submit to the Energy Commission on a weekly basis a copy of all certified payrolls by the Contractor and subcontractors of any tier performing labor and mechanic work to achieve the objectives of this Agreement. Exhibit E.2.M of this Agreement (Davis-Bacon Act and Contract Work Hours and Safety Standards Act) provides the required specifications for certified payrolls.

Deliverables:

- Copies of Applicable Wage Determinations
- Weekly Certified Payrolls

Task 1.9 Historic Preservation Consultation

The goal of this task is to ensure that the Contractor complies with the requirements of Section 106 of the National Historic Preservation Act (NHPA) prior to expenditure of SEP funds under this Agreement to alter any structure or site. The Energy Commission has executed a Programmatic Agreement with the California State Historic Preservation Officer (SHPO) to streamline the Section 106 consultation process. Under the Programmatic Agreement, the Energy Commission will evaluate projects to determine whether they are categorically excluded from the SHPO's direct review and consultation.

The Contractor shall:

- Consult with the Energy Commission (and with the SHPO and the Tribal Historic Preservation Officer, if applicable) to ensure that the proposed project(s) will have no adverse effects on historic resources.
- Prepare a Consultation Package as specified by the Energy Commission no later than thirty (30) days after the execution of this Agreement or the identification of the project structure(s) or site(s) to be retrofitted under the Agreement, whichever is later. The Energy Commission may specify an earlier time for submittal of the Consultation Package if retrofit work is expected to begin within less than thirty (30) days of project identification.

Deliverables:

- Consultation Package

Task 1.10 Waste Management Plan

The goal of this task is to ensure that the Contractor submits a Waste Management Plan to the CCM prior to expenditure of SEP funds under this Agreement on proposed project activities that may generate any sanitary or hazardous waste. The Waste Management Plan must describe the Contractor's plan to dispose of any sanitary or

hazardous waste generated by any proposed project activities. Sanitary and hazardous waste includes, but is not limited to: construction and demolition debris, old light bulbs, fluorescent ballasts and lamps, piping, roofing material, discarded equipment, debris, and asbestos. The Waste Management Plan must also describe the categories and estimated volumes of waste that the Contractor anticipates will be generated by any proposed project activities, and the disposal path for each category of waste.

The plan must comply with all federal, state, and local laws and regulations governing waste disposal.

The Contractor shall:

- Submit to the CCM a Waste Management Plan for each project no later than thirty (30) days after the execution of the Agreement or the identification of any projects that may generate waste, whichever is later. The Energy Commission may specify an earlier time for submittal of the Waste Management Plan if retrofit work is expected to begin within less than thirty (30) days of project identification.

Deliverables:

- Waste Management Plan

Task 1.11 Electronic File Format

The goal of this task is to unify the formats of electronic data and documents provided to the Energy Commission as contract deliverables. Another goal is to establish the computer platforms, operating systems and software that will be required to review and approve all software deliverables.

The Contractor shall:

- Deliver documents to the Commission Contract Manager in the following formats:
 - Data sets shall be in Microsoft (MS) Access or MS Excel file format.
 - PC-based text documents shall be in MS Word file format.
 - Documents intended for public distribution shall be in PDF file format, with the native file format provided as well.
 - Project management documents shall be in MS Project file format.
- Request exemptions to the electronic file format in writing at least 90 days before the deliverable is submitted.

Deliverables:

- A letter requesting exemption from the Electronic File Format (if applicable)

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.12 Establish Program Advisory Committee (PAC)

The goal of this task is to establish a regional Program Advisory Committee (PAC) that will coordinate the comprehensive residential building retrofit efforts of the eight counties.

The Contractor shall:

- Establish a regional PAC that will consist of a designated representative and alternate from each countywide program lead agency, as well as non-governmental personnel whose participation is considered essential for proper coordination. The contractor will recruit committee members and chair the committee. The local lead agencies will establish local committees to facilitate good communication and to help ensure buy-in at the local level.

Deliverables:

- Draft list of PAC members
- Final list of PAC members
- Letters of commitment from each PAC member

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.13 Conduct PAC Meetings

The goal of this task is to coordinate regional program design and implementation.

The Contractor shall:

- Host monthly PAC meetings. Designated representatives from each countywide program will provide advice and consent on regional tasks to assure that regional deliverables are consistent with local program needs.

Deliverables:

- Draft PAC meeting schedule
- Final PAC meeting schedule
- PAC meeting agenda(s) with back-up materials for agenda items as part of monthly reporting
- Written PAC meeting summaries, including recommended resolution of major PAC issues as part of monthly reporting

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

TECHNICAL TASKS

Unless otherwise specified in the individual task, the contractor shall submit a draft of each deliverable listed in the technical tasks to the Commission Contract Manager for review and comment in accordance with the approved Schedule of Deliverables. The Commission Contract Manager will provide written comments back to the Contractor on the draft deliverable within 10 working days of receipt. Once agreement has been reached on the draft, the Contractor shall submit the final deliverable to the Commission Contract Manager. The Commission Contract Manager shall provide written approval of the final deliverable within 5 working days of receipt. Key elements from this deliverable shall be included in the Final Report for this project.

Task 2 Program Delivery

Compliance with the 10% Loading Order Requirement before HERS II is Available

In the event the term for this Agreement begins before certified HERS II Raters are available in the Contractor's performance region, Contractor shall use either the Energy Commission prescriptive list (see below) or an Energy Commission interim performance approach for residential buildings (also explained below), to meet the requirement of achieving at least a 10% energy efficiency improvement at each proposed project site before renewable projects are eligible for financing.

To comply with the Energy Commission prescriptive list, residential buildings will be required to install all of the following measures (Combustion Safety and CO alarm not required if already performed/installed), consistent with Energy Commission technical specifications for each measure (such as Annual Fuel Utilization Efficiency rating of furnace, R-value of insulation, when measures are feasible, etc.):

- a. Air Sealing,
- b. Attic insulation,
- c. Duct test and seal or replacement,
- d. Insulation of Domestic Hot Water or replacement,
- e. Combustion Safety (requires BPI Building Analyst), and
- f. CO Alarm

For residential buildings where it is not feasible to install all of the first four measures (measures a through d) in the Energy Commission prescriptive list, including when some of the measures have been previously installed or when measures are otherwise not feasible as indicated in the technical specifications, the Energy Commission-approved prescriptive list cannot be used. In these cases, an Energy Commission interim performance approach for the building must be used to determine compliance with the 10 percent energy improvement requirement prior to financing renewable projects for the building. The Energy Commission may consider alternate approaches to achieve the Energy Commission's loading order policy for each residential renewable project site. If the Energy Commission approves an alternate approach, the Commission Contract Manager shall provide this approved approach to the Contractor in writing.

From January 1, 2011 through the end of this Agreement, energy audits shall comply with HERS II standards and software. This date may be extended upon Energy Commission approval, to adjust for delays in HERS II availability.

For proposed multifamily building sites outside the scope of HERS II, the Commission Contract Manager shall consider in consultation with the Contractor an energy audit methodology to be used by the Contractor to meet the 10% energy improvement requirement prior to financing renewable projects. The Commission Contract Manager shall provide an approval in writing of the methodology.

Subtask 2.1 Program Management

The goal of this subtask includes two components, each with separate goals, activities and deliverables, to document the activities and determine the schedule required to complete the Retrofit Bay Area Program. These subtask components are:

- a. Implementation Plan
- b. Program Risk Management

a. Implementation Plan

The goal of this subtask is to develop a detailed plan to complete the proposed program.

The Contractor shall:

- Establish a regional framework for identifying and implementing early program objectives and strategies. The local lead agencies will engage their local committees to identify local priorities, to ensure that they are included within the regional framework. The *Retrofit Bay Area* team will coordinate efforts with PG&E, the Energy Commission, and the California Air Resources Board (ARB).
- Work through the PAC to prepare an implementation plan that includes the following:
 - Detailed plan for delivering the goals, objectives, and strategies of this scope of work.
 - Specific activities that will be conducted for Second and Third Tier program elements.
 - Roles and responsibilities of *Retrofit Bay Area* local governments, partners, and subcontractors.
 - Contracts with all subcontractors that are receiving ARRA funding. (Check to see status of resolutions)MOUs with partners not receiving ARRA funding, including all relevant COGs and cities.
 - Program reporting and M&E data collection procedures, consistent with ARRA SEP and Energy Commission requirements.
 - Timeline for achieving program objectives, including activity schedules, milestones, and deliverable due dates.

- Incentive structures and contractor scholarships.
- Program policies and procedures manual; quality assurance and consumer protection policies; contractor/rater qualifications and certification requirements; minimum energy efficiency thresholds and verification protocols, including California Energy Commission developed prescriptive package and alternative performance approach for use prior to the availability of HERS II.
- Deployment Schedule
- Workforce development plan.
 - MOUs with community colleges, workforce investment boards, and independent training providers
 - Training standards and credential requirements.
 - Multifamily curriculum; other updated curricula, as necessary.
 - Workforce training specifically related to project.
 - Inclusion of workforce development graduates in project implementation.
- Marketing plan.
 - Marketing materials.
 - Media and PR and advertising strategy.
 - MOU's with retail improvement stores.
 - Letters of commitment from HVAC service providers.
 - Development of consumer website.
- Contingency plans for critical program components, including participant recruitment and retrofit installations.
- Summary of multifamily elements:
 - Standards: prescriptive and performance (whole building) packages
 - Multifamily curriculum and contractor qualifications
 - Multifamily QA plan & project tracking
 - Multifamily asset manager tool
- Stakeholder and contractor outreach strategies.
- Methods for developing model scopes of work and streamlined diagnostic protocols for subdivisions of uniform housing stock.
- Methods of obtaining bulk equipment purchase agreements.
- Development of web-based tracking and reporting system for project results and environmental benefits.
- Plan to coordinate with the Neighborhood Stabilization Program (NSP).

- Real-estate training strategies, including plan to get HERS II into the MLS
- Establishment of the PAC, including roles and responsibilities.
- Sustainability.
- Financing and Rebates (PACE when available and other secured and unsecured financing programs, utility incentives, etc.).
- List of Targeted Measures.
- Present the draft Implementation Plan to the Commission Contract Manager via a phone conference or in-person meeting. The contractor will then prepare the final Implementation Plan, incorporating the CCM's comments on the draft.
- Submit copies of contracts for all subcontractors that are receiving ARRA funding as well as MOUs with partners not receiving ARRA funding (including relevant COGs and cities, workforce development partners, and retail improvement stores), signed by all parties to the agreement.

Deliverables:

- Draft Implementation Plan
- Final Implementation Plan
- Draft agreements (subcontracts, MOUs, letters of commitment and intent, etc.)
- Final executed agreements (subcontracts, MOUs, letters of commitment and intent, etc.) signed by all parties to each agreement.

b. Program Risk Management

The goal of this subtask component is to manage and mitigate risks that affect program performance and successful outcome. The fundamental risk is that the high level of funding awarded for this program will not be expended and will have to be returned to the federal government for failure to recruit the participants required to enable the large number of retrofit installations that are the objective of the program. To mitigate this fundamental risk, a monthly deployment schedule of all activities that contribute to successful completion of retrofit installations shall be developed, and the Contractor shall actively monitor progress against this deployment schedule, identify problems with progress and corrective actions that can be taken to address those problems and keep the Contract Manager actively informed, so that Critical Program Review meetings can be called as necessary.

The Contractor shall:

- Continuously monitor program activities to identify and mitigate detected risks, such as guaranteeing timely completion of retrofit installations throughout the contract period and ensuring that a sufficient number of participants are being successfully recruited to complete all retrofit installations.

Deliverables:

- Monthly risk management reporting to identify perceived risks and actions taken (or to be taken) to mitigate these risks, to be included in progress reports

Subtask 2.2 Workforce Development

The goal of this subtask is to establish a skilled work force capable of delivering the targeted volume of home retrofits, consistent with program quality standards.

The Contractor shall:

- Establish training standards and professional credentials, and include these in the Workforce Development Plan. All residential training and certification will conform to the applicable industry standards: Home Performance with Energy Star, Building Performance Institute, HERS II Rater and Building Performance Contractor, and GreenPoint Rated.
- Conduct a gap analysis to identify training needs for single-family and multifamily residential retrofits for all three tiers. The contractor shall collaborate with the Community Colleges to establish training targets that reflect expected retrofit activity, assess their capacity to deliver the necessary training services in alignment with the established credential requirements, and identify remaining training needs. The gap analysis will inform a workforce development plan, to be submitted as part of the implementation plan.
- Develop a training curriculum specific to energy efficiency in multifamily buildings, building upon single-family training curriculum and the experience and resources developed through New York State Energy Research and Development Authority's (NYSERDA) Multifamily Performance Program. These trainings will help establish a mature workforce that can sustain retrofit activity after 2012.
- Leverage the Workforce Investment Boards capacity to identify unemployed or underemployed contractors, guide people into the training program, and refer them to the range of workforce funding sources. *Retrofit Bay Area* will work with the regional Employers' Councils to assure complete coordination around client intake and job placement.
- Conduct additional training program marketing and outreach in conjunction with contractor recruitment efforts in subtask 2.3.
- Coordinate with regional training providers, local Workforce Investment Boards (WIB), and community colleges to deliver training.
- Develop a contractor scholarship fund that will pay up to \$1000 per student for testing and certification fees and or field mentoring.

Deliverables:

- Workforce Development Plan, submitted as part of Implementation Plan
- Multifamily curriculum

- Rosters of training graduates as part of monthly reporting
- Workforce development updates, as part of monthly reporting
- Single-family curriculum

Subtask 2.3 Participant Recruitment

The goal of this subtask is to engage stakeholders to provide input on effective design; cultivate partners and allies to champion the program through their communication channels.

The Contractor shall:

- Lead the following stakeholder outreach activities with support from local governments:
 - Compile contact lists of regional decision makers and opinion leaders representing key regional stakeholder groups, including regional civic, labor, trade, and professional groups plus business, political, advocacy, and institutional leaders.
 - Host regional outreach meetings and workshops.
 - Develop talking points and presentation materials for stakeholder leaders to use in communicating to their constituencies.
 - Establish ongoing electronic communication channels.
 - Make guest presentations at regional stakeholder forums.
 - Ensure countywide programs pursue parallel activities at the local level.
- Lead the following contractor recruitment activities with support from the local lead agencies:
 - Compile contact lists of regional decision makers and opinion leaders representing key contractor audiences, including auditors, energy consultants, and HERS raters, as well as home performance contractors and specialty trades contractors.
 - Develop content for two-hour trainings for single-family and multifamily residential audiences.
 - Establish ongoing electronic communication channels.
 - Deliver workshops.
 - Make guest presentations at trade association meetings and Green Building Professional Guild meetings.

Deliverables:

- Stakeholder outreach meeting schedules
- Presentation content for stakeholder outreach meetings
- Stakeholder outreach attendance rosters

- Stakeholder outreach meeting reports
- Contractor orientation workshop schedules
- Presentation content for contractor orientation workshops
- Attendance rosters for contractor orientation workshops
- Contractor orientation workshop meeting reports

Subtask 2.4 Retrofit Installations

The goal of this subtask is to retrofit 15,000 single family homes and 2,000 multi-family housing units.

The Contractor shall:

- Create standards for multifamily retrofits, including prescriptive and whole-building performance packages for participation. Establish multifamily building energy audit and field verification approach that are parallel and comparable to HERS II delivery of Third Tier level of services. Develop high-rise proxy for HERS II and address software shortcomings for multifamily modeling reports.
- Assemble list of qualified contractors who meet professional training and credential requirements.
- Screen contractor applications for compliance with State Contractors License, Business License, insurance, and related requirements.
- Publish contractor list on the program website.
- Evaluate alternatives for acquiring volume discount on retrofit products and services as part of the program implementation plan. Depending on research findings, ABAG may execute service agreements with selected providers or issue procurement RFPs.
- Develop a centralized approach to delivering retrofits in subdivisions of uniform housing stock that includes:
 - Identifying prospective neighborhoods, based on energy savings potential, demographics, and other indicators of retrofit potential.
 - Conducting in-depth analysis of prototypical house models to develop model scopes of work.
 - Developing streamlined diagnostic protocols for determining applicability of model scopes of work to subsequent homes of the same model.
 - Pre-selecting contractor(s) through a competitive process.
 - Evaluating advanced project management software systems and assist selected contractors in deploying the selected system.
 - Conducting geographically concentrated outreach campaign through the neighborhood to solicit participation at a discounted price for a limited period of time.

- Retrofitting homes of participating households.

Deliverables:

- Multifamily retrofit prescriptive and performance packages
- HERS II software module for multifamily
- Qualified Participating Contractor List
- Model scopes of work
- Streamlined diagnostic protocols
- Monthly Reports of retrofit installation activity including updates on neighborhoods identified and number of households retrofitted
- Bulk equipment purchase agreements

Subtask 2.5 Quality Assurance

The goal of this subtask is to apply consistent quality standards to build consumer confidence and maximize customer satisfaction.

The Contractor shall:

- Cooperate with utility incentive programs to:
 - Publish quality assurance protocols on the program website.
 - Ensure participating contractors meet minimum requirements including proper licensing, bonding, and certification.
 - Require contractors to attend program orientation and sign QA participation agreement.
 - Conduct paper reviews of project scope of work.
 - Conduct field verification for each contractor's first two jobs, including replication of performance tests, and recalculation of energy savings estimates.
 - Conduct field verification for at least 5% of jobs for qualified Home Performance Contractor credentials.
 - Conduct field verification for 15% of jobs for contractors that lack Home Performance Contractor credentials.
 - Ensure that contractors are complying with appropriate local building codes.
 - Conduct post-project customer satisfaction surveys with all participants.
 - Monitor contractor performance, provide enhanced visibility to high-performing contractors, provide additional field mentoring and related interventions for under-performing contractors, and exclude those contractors from the program who repeatedly under-perform.

- Maintain customer support hotline.
- Establish contractor/rater credential requirements and quality assurance protocols for multifamily retrofits.
- Implement appropriate disciplinary measures if necessary for non-compliant contractors.

Deliverables:

- Draft and final QA and consumer protection policies, submitted as part of implementation plan
- Policies and procedures manual, submitted as part of implementation plan
- Contractor/rater qualifications and certification requirements, submitted as part of implementation plan
- Monthly Reports of QA activities and outcomes, including customer satisfaction surveys
- Multifamily professional credentials
- Multifamily QA protocols and QA plan

Subtask 2.6 Verification of Energy Savings

The goal of this subtask is to document expected annual energy savings from participating projects, based on field verification of actual installed improvements; provide informative summary reports.

The Contractor shall:

- Establish on a per building basis minimum energy efficiency thresholds, project reporting procedures, verification protocols, and energy and carbon savings calculation methodologies. These elements will be incorporated into the implementation plan.
- Develop a regional web-based tracking and reporting system for project results and environmental benefits. The Energy Commission will be granted real-time access and tracking system results will populate Retrofit Bay Area's monthly performance reports.
- Collect estimated energy savings from the post retrofit HERS II rater verification
- Coordinate with CEC/DOE audit process
- Collaborate with the utility incentive programs to assemble detailed project-specific data to support ARRA reporting and the CPUC's EM&V efforts, including energy usage and GHG emissions reductions, renewable energy generation, jobs created, number and amount of projects financed, number of contractors/workers trained, number of buildings and residences retrofitted, and utility bill savings by participants. Project-specific data will include pre- and post-retrofit home performance test results and billing data.

Deliverables:

- Minimum energy efficiency thresholds, project reporting procedures, verification protocols, and energy and carbon savings calculation methodologies submitted as part of Implementation Plan
- Web-based tracking and reporting system
- Monthly Reports of energy savings (including database of estimated post retrofit HERS II rater verification and actual monthly utility-use information), carbon reductions, and EM&V efforts, as part of program reporting

Subtask 2.7 Marketing and Outreach

- The goal of this subtask is to develop and implement a communications strategy that will motivate property owners to invest in efficiency and/or solar retrofits to their properties.

The Contractor shall:

- Deliver market survey and focus group results.
- Deliver baseline analysis of market data
- Prepare marketing plan with recommendations for implementation including media, public relations, channels of delivery and collateral development (See bullet below for additional marketing and outreach tactics)
- Develop models and templates for collateral and advertising to be used by local jurisdictions who have not budgeted for development of these materials. Models and templates will provide direction and consistency in graphic layout, messages, program elements, etc.
- Ensure local lead agencies establish local marketing priorities and contribute local data sources and market intelligence.
- Pursue a suite of marketing and outreach activities with support from the local lead agencies to:
 - Develop marketing collateral, model talking points and presentation materials, including Spanish-language content.
 - Recruit regional leaders and opinion leaders to act as spokespersons and role models.
 - Leverage existing social networks and communication as well as a variety of property-owner organizations for outreach.
 - Use designated funds to develop a regional PR and advertising campaign that establishes criteria for local implementation.
 - Develop templates for outreach to regional and local media. Counties to modify as appropriate for custom use.
 - Create local/regional media list.

- Draft press releases as appropriate to be modified by counties as needed.
- Develop templates for print and online advertising.
- Develop sales training content for contractors.
- Collaborate with existing HVAC service provider partnerships to leverage their existing marketing and service delivery channels.
- Work with existing retail improvement stores to leverage in-store marketing and service delivery channels.
- Establish physical One-Stop shops for high-traffic locations.
- Ensure local lead agencies will:
 - Help recruit local leaders and opinion leaders to act as spokespersons and role models.
 - Implement social marketing campaigns.
 - Organize promotional events.
 - Produce and distribute marketing collateral.
 - Conduct local PR campaigns.
- Establish a consumer website with a Second and Third Tier Decision Tool and search engine-optimized program content to spur customer acquisition.
- Establish an advisory group, consisting of program staff, leading green real estate professionals, California Association of Realtors, and a representative from California Energy Commission's HERS 2 MLS initiative, to:
- Develop four-hour orientation course to introduce real estate professionals to the value of green building for their business and their clients.
- Develop 16-hour training course to prepare real estate professionals to provide guidance, marketing, and sales services around green building benefits and features.
- Develop consumer education tools.
- Deliver training events for real estate professionals.
- Engage and present to the local Associations of Realtors to get GreenPoint Rated and HERS verification results incorporated into the Multiple Listing Services (MLS).
- Work with MLS to identify appropriate fields
- Develop web-based Multifamily Asset Manager Tool to assist multifamily building owners/operators and portfolio managers:
 - To serve as a high-level assessment and navigational tool to match properties with rehab approach type (tune-ups, rehabs and whole-building upgrades)

- To facilitate participation in incentive programs, financing mechanisms, and green rating programs
- As a resource for technical guidance and training to improve energy efficiency, water efficiency, health, and comfort in multifamily properties when undergoing rehabilitation—as well as to initiate and encourage energy management best practices post-rehab and throughout the building lifecycle

Deliverables:

- Draft marketing plan, submitted as part of Implementation Plan
- Final marketing plan submitted 30 days after Implementation Plan
- Marketing Materials
- Consumer website
- PR and Marketing Progress Reports, as part of monthly reporting
- Website Activity Tracking Reports, as part of monthly reporting
- Schedule of real estate training events
- Real estate training curricula
- Documentation of MLS listings as part of monthly reporting
- Multifamily Asset Manager Web Tool

Subtask 2.8 Public Policy Support

The goal of this subtask is to develop public policy support for building retrofits.

The Contractor shall:

- Develop white paper on building retrofit policy recommendations for local governments.
- Deliver policymaker presentations to elected officials and key decision makers.
- Deliver meetings and briefings to local governments and key stakeholders.

Deliverables:

- White paper of building retrofit policy recommendations
- Policy presentation content and schedules
- Meeting Reports

Deliverables and Due Dates

Task	Deliverable	Due Date
1.1	<ul style="list-style-type: none"> • An Updated Schedule of Deliverables • An Updated Gantt Chart • An Updated List of Leverage Funds • An Updated List of Permits 	<ul style="list-style-type: none"> • 10 working days after contract execution
1.2	<ul style="list-style-type: none"> • CPR Report(s) • CPR deliverables identified in the Scope of Work 	<ul style="list-style-type: none"> • CPR Report –5 days in advance of CPR meeting
1.3	<ul style="list-style-type: none"> • Written documentation of meeting agreements and all pertinent information • Schedule for completing closeout activities 	<ul style="list-style-type: none"> • 3 working days after final meeting
1.4	<ul style="list-style-type: none"> • Monthly Progress Reports 	<ul style="list-style-type: none"> • 20 working days after end of reporting period
1.5	<ul style="list-style-type: none"> • Draft Outline of the Final Report • Final Outline of the Final Report • Draft Final Report • Final Report 	<ul style="list-style-type: none"> • Draft Outline January 16, 2012 • Final Outline – 5 working days after receipt of CCM comments • Draft Final Report February 29, 2012 • Final Report March 16, 2012
1.6	<ul style="list-style-type: none"> • A letter regarding source of all Leverage Funds • Letter that Leverage Funds were Reduced (if applicable) 	<ul style="list-style-type: none"> • Letter regarding source of all Leverage Funds - 2 working days prior to the kick-off meeting • Letter that Leverage Funds were Reduced (if applicable) – 5 working days in advance of each CPR meeting
1.7	<ul style="list-style-type: none"> • A letter documenting the Permits or stating that no Permits are required • Updated list of Permits as they change during the Term of the Agreement • Updated schedule for acquiring Permits as it changes during the Term of the Agreement • A copy of each approved Permit (including air quality) and any documents prepared pursuant to 	<ul style="list-style-type: none"> • Letter documenting required permits – 2 working days before kick-off meeting • Updated list/schedule – monthly progress reports

	CEQA	<ul style="list-style-type: none"> Copies of approved permits –2 working days before kick-off meeting and included in subsequent monthly progress reports when updated
1.8	<ul style="list-style-type: none"> Copies of Applicable Wage Determinations Weekly Certified Payrolls 	<ul style="list-style-type: none"> Copies of Applicable Wage Determinations - 30 days after contract execution and 30 days after subcontract execution for subcontractors performing labor and mechanic work Weekly Certified Payrolls - Weekly
1.9	<ul style="list-style-type: none"> Consultation Package 	<ul style="list-style-type: none"> 30 days after contract execution or project identification, whichever is later
1.10	<ul style="list-style-type: none"> Waste Management Plan 	<ul style="list-style-type: none"> 30 days after contract execution or project identification, whichever is later
1.11	<ul style="list-style-type: none"> A letter requesting exemption from the Electronic File Format (if applicable) 	<ul style="list-style-type: none"> 90 days before deliverable is submitted
1.12	<ul style="list-style-type: none"> Draft list of PAC members Final list of PAC members Letters of commitment from each PAC member 	<ul style="list-style-type: none"> Draft list of PAC members kick-off meeting Final list of PAC members, letters of commitment, 30 days after contract execution

1.13	<ul style="list-style-type: none"> • Draft PAC meeting schedule • Final PAC meeting schedule • PAC meeting agenda(s) with back-up materials for agenda items as part of monthly reporting • Written PAC meeting summaries, including recommended resolution of major PAC issues as part of monthly reporting 	<ul style="list-style-type: none"> • Draft meeting schedule – kick-off meeting • Final meeting schedule - 30 days after contract execution • PAC meeting agenda(s) and written PAC meeting summaries – Monthly Progress Reports
2.1	<ul style="list-style-type: none"> • Draft Implementation Plan • Final Implementation Plan • Draft agreements (subcontracts, MOUs, letters of commitment and intent, etc.) • Final executed agreements (subcontracts, MOUs, letters of commitment and intent, etc.) signed by all parties to each agreement. • Monthly risk management reporting to identify perceived risks and actions taken (or to be taken) to mitigate these risks, to be included in monthly progress reports 	<ul style="list-style-type: none"> • Draft Implementation Plan -60 days after contract execution • Final Implementation Plan -15 days after receipt of CCM comments • Draft agreements-submitted with draft implementation plan • Final executed agreements – submitted with final implementation plan • Monthly risk management updates- Monthly Progress Reports
2.2	<ul style="list-style-type: none"> • Workforce Development Plan, submitted as part of Implementation Plan • Multifamily curriculum • Rosters of training graduates as part of monthly reporting • Workforce development updates, as part of monthly reporting • Single-family curriculum 	<ul style="list-style-type: none"> • Workforce Development Plan - submitted with Implementation Plan • Single-family training curricula – 90 days after contract execution • Multifamily training curricula – 150 days after contract

		<p>execution</p> <ul style="list-style-type: none"> • Rosters of training graduates and workforce development updates – Monthly Progress Reports
2.3	<ul style="list-style-type: none"> • Stakeholder outreach meeting schedules • Presentation content for stakeholder outreach meetings • Stakeholder outreach attendance rosters • Stakeholder outreach meeting reports • Contractor orientation workshop schedules • Presentation content for contractor orientation workshops • Attendance rosters for contractor orientation workshops • Contractor orientation workshop meeting reports 	<ul style="list-style-type: none"> • Stakeholder and contractor meeting/workshop schedules and presentation content – 90 days after contract execution • Stakeholder and contractor meeting reports and attendance rosters – submitted as part of monthly reports
2.4	<ul style="list-style-type: none"> • Multifamily retrofit prescriptive and performance packages • HERS II software module for multifamily • Qualified Participating Contractor List • Model scopes of work • Streamlined diagnostic protocols • Monthly Reports of retrofit installation activity including updates on neighborhoods identified and number of households retrofitted • Bulk equipment purchase agreements 	<ul style="list-style-type: none"> • Contractor list - 30 days after contract execution • Bulk equipment purchase agreements – 180 days after contract execution • Model scopes of work and streamlined diagnostic protocols – 180 days after contract execution • Multifamily packages and software module – 60 days after contract execution • Retrofit installation reports – Monthly Progress Reports

2.5	<ul style="list-style-type: none"> • Draft and final QA and consumer protection policies, submitted as part of implementation plan • Policies and procedures manual, submitted as part of implementation plan • Contractor/rater qualifications and certification requirements, submitted as part of implementation plan • Monthly Reports of QA activities and outcomes, including customer satisfaction surveys • Multifamily professional credentials • Multifamily QA protocols and QA plan 	<ul style="list-style-type: none"> • QA and consumer protection policies, Policies and procedures manual, and contractor/rater qualifications and certification requirements – Submitted with Implementation Plan • QA activities and outcomes – Monthly Progress Reports • Multifamily professional credentials – 60 days after contract execution • Multifamily QA protocols and QA plan – 120 days after contract execution
2.6	<ul style="list-style-type: none"> • Minimum energy efficiency thresholds, project reporting procedures, verification protocols, and energy and carbon savings calculation methodologies submitted as part of Implementation Plan • Web-based tracking and reporting system • Monthly Reports of energy savings (including database of estimated post retrofit HERS II rater verification and actual monthly utility-use information), carbon reductions, and EM&V efforts, as part of program reporting 	<ul style="list-style-type: none"> • Energy efficiency thresholds, project reporting procedures, verification protocols, and calculation methodologies – Implementation Plan • Web-based tracking and reporting system - 120 days after contract execution • Reports of energy savings, carbon reductions, and EM&V efforts – Monthly Progress Reports
2.7	<ul style="list-style-type: none"> • Draft Marketing Plan, submitted as part of Implementation Plan 	<ul style="list-style-type: none"> • Draft Marketing Plan – submitted with Implementation Plan

	<ul style="list-style-type: none"> • Final marketing plan submitted 30 days after Implementation Plan • Marketing Materials • Consumer website • PR and Marketing Progress Reports, as part of monthly reporting • Website Activity Tracking Reports, as part of monthly reporting • Schedule of real estate training events • Real estate training curricula • Documentation of MLS listings as part of monthly reporting • Multifamily asset manager web tool 	<ul style="list-style-type: none"> • Final Marketing Plan – 30 days after submittal of Implementation Plan • Marketing Materials – 90 days from contract execution • Consumer website – 150 days after contract execution • PR and Marketing Progress Reports, Website Activity Tracking Reports, and MLS listings – Monthly Progress Reports • Real Estate Training Curricula – 120 days after contract execution • Schedule of real estate training events– 30 days after curricula submittal • Multifamily Asset Manager Tool – 180 days after contract execution
2.8	<ul style="list-style-type: none"> • White paper of building retrofit policy recommendations • Policy presentation content and schedules • Meeting Reports 	<ul style="list-style-type: none"> • White paper and presentation content and schedules – 1 year of contract execution • Meeting reports – provided as a part of monthly meeting reports